

A SURVEY OF JOB-RELATED ATTITUDES AND OPINIONS  
OF CAREERISTS IN THE DIRECTORATE FOR SCIENCE AND TECHNOLOGY

25X1



Office of Medical Services  
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S E C R E T

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S E C R E T

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SUMMARY OF SIGNIFICANT FINDINGS

1. This report describes the results of a questionnaire survey of job-related attitudes of 36 employees in the Directorate for Science and Technology. All current employees within DDS&T who entered on duty approximately 5 or 10 years ago in professional-level jobs and who were under age 30 when hired were surveyed. The source of the data was an attitude survey of 555 CIA professionals, the results of which were reported previously.

2. Considerable variation was found in the degrees of satisfaction expressed by DDS&T employees toward a variety of job dimensions. Nearly everyone in the sample expressed satisfaction with Agency goals, rules and regulations, and their co-workers. Better than 7 out of 10 were clearly satisfied with their salaries, the technical competence of their supervisors, the work they are doing and the recognition they have received for it, their personal work accomplishments and the treatment they have received from their supervisors. Better than 6 out of 10 expressed clear satisfaction with the impression their job makes on others, the opportunities for advancement afforded by the Agency, and their physical surroundings and working conditions. Finally, at the lower extreme, less than half of those surveyed were clearly satisfied with the way the Agency is run and with the classroom and on-the-job training they have received.

3. Overall, 70% of the DDS&T sample indicated that they were satisfied with their jobs as a whole, 19% were "about as satisfied as dissatisfied" and about 11% expressed clear dissatisfaction. This degree of general job satisfaction is virtually identical to that obtained in the overall Agency sample of 555 people.

4. A significantly smaller percentage of professionals in DDS&T than in the other Directorates indicated that their long-range career plans were to stay with the Agency (53 vs. 70% for the non-DDS&T sample).

5. Sizeable proportions of the DDS&T sample were not satisfied with certain aspects of Agency management. For example, nearly half of the DDS&T sample felt that management fails to explain adequately to employees the reasons for its actions, that management does not see to it that there is cooperation between offices, that the Agency is not doing a good job of managing the young professionals who have recently entered on duty, and that there is a communication gap between management and employees. Similar proportions of the DDS&T sample indicated that they are rarely asked to participate in the planning of their career development, and that the Agency should take more interest in each employee as a person than it presently does.

6. Comparison of the job-related attitudes of professionals in DDS&T with those elsewhere in the Agency did not yield a great

many differences. Where differences did exist, DDS&Ters generally indicated greater satisfaction. Significantly larger proportions of the DDS&T sample voiced satisfaction with their opportunities for advancement and their salaries. In several instances, the degrees of dissatisfaction indicated by DDS&Ters toward certain aspects of career development and personnel management were less than that voiced by people elsewhere in the Agency. Finally, a significantly greater proportion of the non-DDS&Ters felt that they spend too much time doing clerical tasks and indicated that they have had trouble getting clerical help.

7. Comparisons of the job attitudes of 5- and 10-year employees with those of 1-year employees within DDS&T yielded only one statistically significant finding: a significantly larger percentage of the 5- and 10-year employees were satisfied with their salaries.

8. An open-ended question in the survey questionnaire asked employees to discuss reasons for job satisfaction and dissatisfaction not covered elsewhere in the questionnaire and to suggest changes they would like to see introduced in the Agency. Because so few comments were produced by DDS&Ters, no general conclusions were drawn from these materials.

## INTRODUCTION

This report is based upon a questionnaire survey of job-related attitudes of 36 DDS&T employees conducted in the fall of 1969 under the auspices of the Inspector General. Employees within the DDS&T who EOD'd in 1958, 1959, 1963, and 1964 (at the age of 30 or under) in professional-level positions and who were still on board in the summer of 1969 were included. The source of the data for this report was an Agency-wide attitude survey questionnaire completed anonymously by 555 CIA professionals, the results of which were reported earlier (Psychological Services Staff Report dated January 1970: "A Survey of Job-Related Attitudes of Five- and Ten-Year Agency Officers").

The main purposes of this report are: 1) to provide an overview of job-related attitudes of professionals in the DDS&T; 2) to compare the attitudes of people in DDS&T with those of people elsewhere in the Agency; and 3) to summarize the narrative comments which were produced in response to one open-ended attitude question. A previous survey focused upon the attitudes of relatively new DDS&T professionals (PSS Report dated March 1969: "Supplementary Report: An Analysis of Job-Related Attitudes of Some Young Careerists in the Directorate for Science and Technology"). The present survey was directed toward employees in DDS&T who have been with the Agency for considerable lengths of time and whose

attitudes would be expected to be based more upon experience and less upon hearsay than those of new employees. The questionnaire and its administration were described in detail in the January 1970 PSS Report referenced above.

#### Sample Description

The DDS&T sample consisted of 36 people carrying "R" service designations, 28 of whom were men. The comparison or non-DDS&T sample totaled 512 Agency professionals -- 190 from DDI, 185 from the DDP, 133 from DDS, and 4 from the Office of the DCI.

The questionnaire was sent to 43 DDS&Ters, all but 3 of whom had EOD'd in 1963 or 1964. Thirty-six returned completed questionnaires, providing a return rate of 84%. Table 1 presents the estimated composition of the sample by office, based upon the number of questionnaires sent out. Since the questionnaires were returned anonymously, this is the best available estimate of the sample composition. Two offices -- OCS and OSI -- accounted for approximately half of the DDS&T sample.

Appendix A presents a comparison of the DDS&T and the non-DDS&T samples on a number of background factors. A significantly greater proportion of the DDS&T sample EOD'd approximately 5 years ago and was assigned to Headquarters rather than overseas stations. (In fact, so few of the DDS&T sample EOD'd 10 years ago or were overseas that attitude comparisons of 5-year versus 10-year and

TABLE 1

COMPOSITION OF THE DDS&T SAMPLE BY OFFICE<sup>1</sup>

Office	Number of Persons	% of DDS&T Sample
OCS	14	33
OSI	7	16
FMSAC	5	12
OEL	5	12
ORD	5	12
OSA	2	5
OSP	2	5
Other <sup>2</sup>	3	7

<sup>1</sup>These figures are based upon the number of questionnaires sent out. The actual number of people from each office who returned questionnaires is unknown, since returns were anonymous.

<sup>2</sup>These 3 people, carrying "R" service designations, were assigned to NE at the time of the survey.

Headquarters versus overseas DDS&Ters were not possible.) On the average, those in the DDS&T sample reported lower EOD ages, higher EOD grades, and higher current grades than did people in the non-DDS&T sample. The DDS&T sample consisted of proportionately more women (22 vs. 7% for the non-DDS&T sample) and proportionately fewer people who had been through the Career Training Program (3 vs. 45% of the non-DDS&T sample). The two samples did not differ in their reported educational levels.

## RESULTS

### Job-Related Attitudes of the DDS&T Sample

Figure 1 presents the percent of the DDS&T sample expressing satisfaction (and dissatisfaction) with various aspects of their jobs. This figure is based upon the responses of the sample to the 15 items (hereafter called indicator items) designed to measure overall degrees of satisfaction toward important job dimensions. These items do not tell the complete story (inasmuch as 99 additional items and an open-ended question explore more specific aspects of job satisfaction), but they do provide a good overview of the attitudes of DDS&Ters toward various aspects of their jobs.

It is apparent from Figure 1 that much larger proportions of the DDS&T sample are satisfied with certain aspects of their jobs than with others. Large majorities (80% or more) expressed clear satisfaction with Agency goals, rules and regulations, and their co-workers. At the other extreme, less than half of the DDS&T sample were clearly satisfied with the training they had received and with the way the Agency is run. The remaining 10 dimensions found between 61 and 75% of the DDS&T sample expressing clear satisfaction.

The discussion that follows will highlight the findings of selected items in the attitude survey. No attempt is made to be

comprehensive; a complete listing of all the survey items and the distribution of responses of the DDS&T sample to these items is provided in Appendix B. The discussion is organized around the same dimensions of job satisfaction that were used in the earlier, Agency-wide attitude survey report (PSS Report of January 1970).

The Work Itself--Interestingness and Meaningfulness

On the items dealing with the work itself, no person in the DDS&T sample felt that the Agency expected too much from him or that some aspects of his job were too difficult. And, while only 11 percent indicated that they were clearly dissatisfied with the interestingness and meaningfulness of their work (see Figure 1), larger minorities (between 19 and 28%) indicated that they do not get challenging, important assignments, that they do not have enough work assigned to keep them busy, that they spend too much time doing clerical tasks and that their work does not require them to be creative.

Personal Work Accomplishments

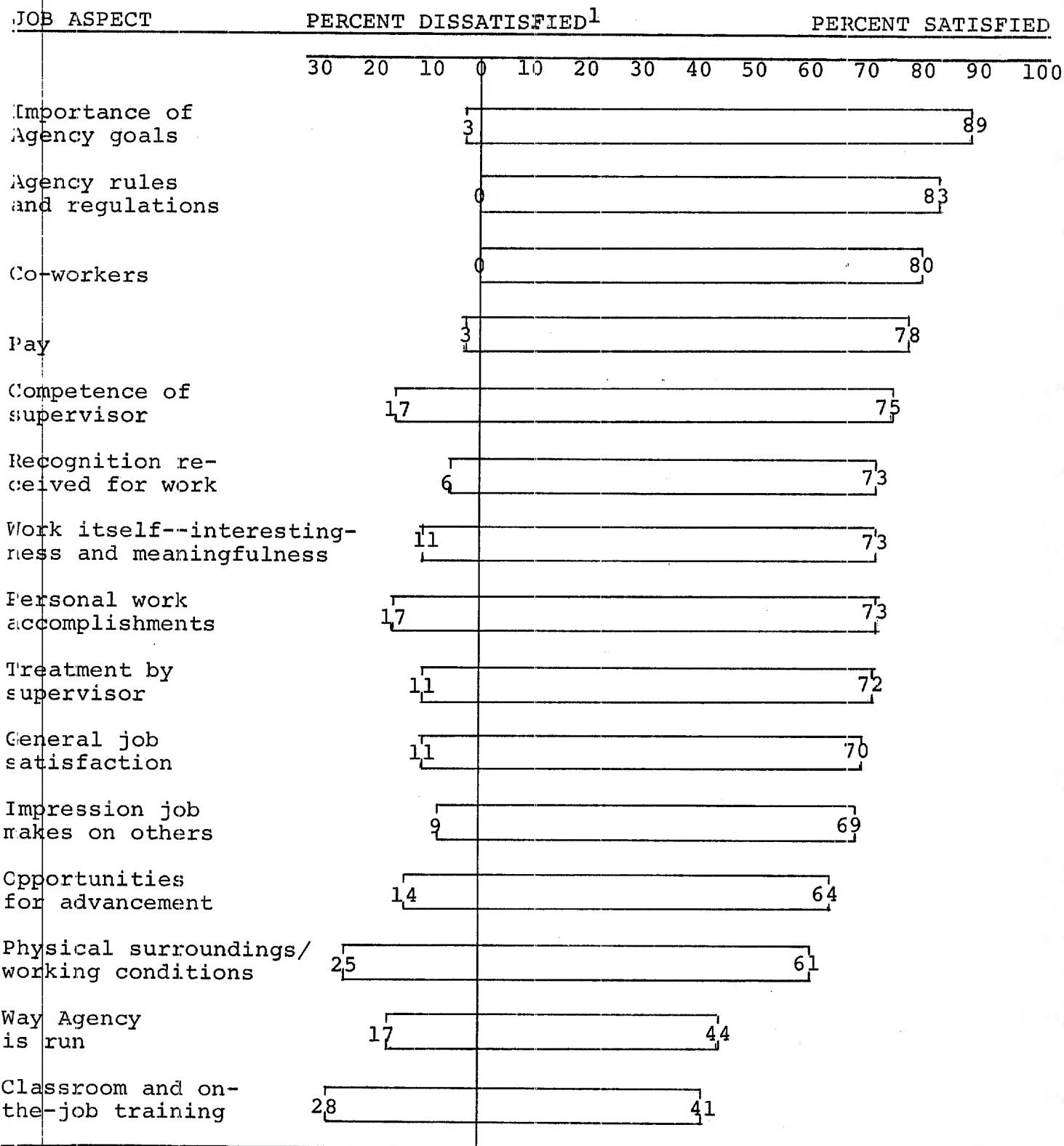
With regard to the sense of personal accomplishment that DDS&Ters derive from their work, nearly three-quarters of those surveyed expressed clear satisfaction. However, a sizeable minority (30%) agreed with the item "Sometimes I feel my work counts for very little in the Agency".

Opportunities for Advancement

A substantial majority of those surveyed within the DDS&T expressed satisfaction with the promotional opportunities provided

FIGURE 1

## PERCENT OF DDS&amp;T SAMPLE EXPRESSING SATISFACTION AND DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



<sup>1</sup> Does not include percent responding "About as satisfied as dissatisfied".

by the Agency. Nearly 40% did feel, however, that they would probably advance more quickly in private industry than in the Federal Government.

Classroom and On-The-Job Training

Less than half of those surveyed within the DDS&T indicated clear satisfaction with the classroom and on-the-job training they had received for their present positions. Only 17% felt that the Agency has a well-planned training program for people in their positions. However, it is likely that many feel that a well-planned training program cannot (or need not) be designed for their positions, especially in view of educational and technical requirements for employment in the DDS&T. Evidence for this line of reasoning is suggested by the finding that only 31% felt that the Agency has provided inadequate training for their jobs. Parenthetically, it might be noted that 63% of the DDS&T sample indicated that they have taken academic courses related to their jobs since joining the Agency.

Pay and Benefits

Over three-quarters of those surveyed voiced clear satisfaction with the salary and employee benefits they receive. However, less than half felt they are getting paid as much as they would outside the Federal Government.

### Co-Workers

Widespread satisfaction was expressed by the employees in the DDS&T sample toward their co-workers. Not a single person in the sample indicated clear dissatisfaction. Seventeen percent did feel that in terms of interests and attitudes, they do not have a lot in common with their fellow workers. Overall, however, attitudes toward co-workers were among the most positive ones expressed on the entire questionnaire.

### Recognition Received for Work

Large majorities of the DDS&T sample were satisfied with the recognition -- both praise and criticism -- they have received for their work. Unfair criticism of one's work was cited by a small minority (12%). Slightly more than half felt that rewards and recognition (including promotions) are based primarily upon actual accomplishments.

### Treatment by Supervisor

More than 7 out of 10 of those in the DDS&T sample expressed clear satisfaction with the treatment accorded them by their supervisors. On several items dealing with a variety of supervisory practices an average of only about one in ten was clearly dissatisfied. The only exception was on an item which revealed that a quarter of the sample felt that their supervisors have little influence on the people above them.

Competence of Supervisor

Three-quarters or more of the DDS&T sample registered clear satisfaction with their supervisors' general competence and technical skills. Nine out of ten indicated that their supervisors provide them with the materials, information, or assistance they need to do their best work.

Physical Surroundings/Working Conditions

The items on this dimension covered many different topics -- from parking facilities to office accommodations to clerical help. Very little dissatisfaction was expressed concerning availability of office supplies, access to parking facilities, convenience of starting and quitting times, and the amount of clerical help provided. In only two areas did sizeable proportions express dissatisfaction. Over a third of the sample felt that their offices provide too little privacy, and a similar proportion believed that eating facilities in their buildings are inadequate.

Impression Job Makes on Others

For the most part, employees in the DDS&T sample seemed reasonably satisfied with the impression their jobs make on others.

Agency Rules and Regulations

No one in the DDS&T sample expressed clear dissatisfaction with the Agency's rules and regulations or felt that they are unnecessarily strict or rigid.

### Way Agency is Run

A mixed picture emerged on this dimension. While nearly 8 out of 10 felt that the Agency is run by people who have good judgment, less than half of those surveyed expressed clear satisfaction with the way the Agency is run. Forty-five percent felt that management does not see to it that there is cooperation between offices.

### Adequacy of Communication

Approximately 8 out of 10 in the DDS&T sample indicated that they can make their ideas known to management and that they know how their job fits in with other work in the Agency. On the other hand, about 1 in 2 felt that management does not make an effort to solicit their ideas outside the formal suggestion system. Similarly, 1 in 2 indicated that management fails to explain adequately to employees the reasons for its actions and that there is a communication gap between management and employees.

### Career Development/Personnel Management

On several of the items dealing with career development and personnel management, substantial proportions of the DDS&T sample registered dissatisfaction. Nearly half of those surveyed indicated that they are rarely asked to participate in the planning of their career development. Four in ten felt that they are not kept informed of personnel policies and indicated that the Agency should

take more interest in each employee as a person than it presently does. Forty-five percent felt that the Agency is not doing a good job of managing the young professionals who have recently entered on duty. Several other items on this dimension found sizeable proportions of the sample expressing dissatisfaction (see Appendix B).

On the other hand, nearly 90% of the sample reported a definite growth in skills since entering on duty, and 64% felt that their supervisors have shown an interest in their career development (28% disagreed).

#### Caliber of New Professionals

Large majorities of the DDS&T sample felt that young professionals entering the Agency today are as capable and as motivated "as those who entered when I did".

#### Importance of Agency Goals

Fifty-three percent of the DDS&T sample indicated that they planned to remain with the Agency. A larger percentage (64%) felt that their present job is in the area of work (not necessarily the same job) that they wish to remain in permanently. About 7 in 10 indicated that they really felt part of the Agency, and that if they had it to do over again, they would probably come to work here.

#### General Job Satisfaction

Seventy percent of the DDS&T sample indicated that they were satisfied with their jobs as a whole, 11% felt dissatisfied and

the remaining 19% were "about as satisfied as dissatisfied". Three-fourths of the sample felt that their jobs were as good as they thought they would be when they were hired.

#### Reactions to Questionnaire

The two items in this category sought to determine how people regard the attitude survey. Fifty-three percent felt that a questionnaire (like the one used in this survey) is a good way to let management know what people are thinking. However, only 39% clearly believed that "some good" may come out of the attitude survey.

#### Comparisons of the Job Attitudes of Professionals in DDS&T With the Attitudes of Those in Other Directorates

In this section, comparisons are made of the job-related attitudes of 36 DDS&Ters and 512 non-DDS&Ters. Only those job dimensions and questionnaire items are discussed on which responses of the two Agency groups differed to a statistically reliable degree.<sup>1</sup>

Significant differences between the responses of the DDS&T and non-DDS&T samples were found only on 18 of 114 attitude items in the questionnaire. On 16 of these 18 items the DDS&T sample gave, on the average, more favorable responses.<sup>2</sup>

The three areas where the greatest differences existed between DDS&Ters and others were opportunities for advancement, salary, and career development/personnel management.

<sup>1</sup>Statistical note--A statistically reliable difference is defined as a difference (in response distributions) of a magnitude such that it is not likely to have arisen through chance or random factors alone. Unless otherwise noted, the .05 significance level was used.

<sup>2</sup>Favorable responses to specific items are defined as those indicating satisfaction toward existing policies, programs, working conditions, etc.

### Opportunities for Advancement

On five of the six items on this dimension, the DDS&T sample voiced greater satisfaction. Sixty-four percent of the DDS&T sample indicated clear satisfaction with the opportunities for promotion provided by the Agency; the corresponding figure for the non-DDS&T sample was only 46%. Similar discrepancies between the two samples were obtained for items dealing with the perceived speed and fairness of promotions.

In terms of personal prospects for advancement, 81% of the DDS&Ters versus 52% of the non-DDS&Ters regarded their own chances for promotion as "good". The greatest difference of all between the two samples occurred on the item "opportunities for advancement are excellent in my occupation"; 75% of the DDS&T sample but only 37% of people in the other Directorates agree with this statement.

### Pay and Benefits

A significantly larger proportion of the DDS&T sample voiced satisfaction with the salaries they receive (78 vs. 59%). Consistent with this was the finding that over twice the proportion of non-DDS&Ters as DDS&Ters felt that for the work they do they are underpaid (36 vs. 17%). With regard to employee benefits, however, while approximately 3 of 4 in both samples expressed satisfaction, a significantly larger percentage of the non-DDS&T sample indicated understanding of what is provided for employees (68 vs. 48%).

Career Development/Personnel Management

As was mentioned earlier, on several of the items dealing with career development and personnel management, substantial proportions of the DDS&T sample registered dissatisfaction. However, in several instances the degree of dissatisfaction was less than that voiced by people elsewhere in the Agency. Significantly greater percentages of the non-DDS&T sample indicated that they are rarely asked to participate in the planning of their career development (68 vs. 47%), and that decisions affecting their career are made with little regard for their own preferences (37 vs. 16%). Larger proportions of those not in DDS&T also felt that since they have been here, the Agency has grown more depersonalized in its relations with its employees (41 vs. 25%), and that complaints are handled poorly in the Agency (31 vs. 11%). Finally, by greater than a two to one ratio, more non-DDS&Ters than DDS&T careerists agreed with the item "the personnel program of the Agency is a hindrance" (36 vs. 15%).

Other Differences

A significantly greater proportion of the non-DDS&Ters felt that they spend too much time doing clerical tasks (42 vs. 20%) and that they have trouble getting clerical help (41 vs. 14%). A larger proportion of the DDS&T group regarded young professionals entering the Agency today as being as motivated (i.e., committed

to their work) as those who entered when they did (75 vs. 55%); in interpreting the results of this item, however, it should be remembered that the DDS&T sample contained a much larger proportion of people who EOD'd 5 years ago than did the non-DDS&T sample. The Agency's programs were regarded as progressive by a significantly greater proportion of the DDS&T sample (67 vs. 47%). However, a significantly smaller proportion of the DDS&T sample indicated that their long-range career plans were to stay with the Agency (53 vs. 70%). Conversely, a slightly greater proportion of DDS&Ters professed no definite career plans (17 vs. 5%).

Comparisons of the Job Attitudes of 5- and 10-Year Employees with those of 1-Year Employees

Comparisons were made of the attitudes of the 5- and 10-year employees with those of 1-year employees within DDS&T. (The results for 1-year employees, taken from a previous survey, were reported in the March 1969 PSS Report referenced earlier.) The responses of these two groups were compared on the 15 indicator items and on selected other items within the survey of particular interest. Because of the small samples involved (the 1-year sample contained 33 people, the 5- and 10-year sample, 36) large differences were required for statistical significance; only one of the differences attained statistical significance. A significantly

larger percentage of the 5- and 10-year employees expressed satisfaction with the salary they receive. There were tendencies, however, for larger proportions of the 1-year sample to be satisfied with their job as a whole and with the training they received.

Discussion of Open-Ended Responses<sup>1</sup>

One open-ended or free response question was included in the attitude survey. This question asked employees to discuss reasons for job satisfaction and dissatisfaction not covered elsewhere in the questionnaire. It also invited the respondents to suggest changes they would like to see introduced in the Agency.

It should be remembered that the narratives generated in response to open-ended questions typically convey much more dissatisfaction than do responses to more objective, multiple-choice attitude questions. This is because people who are dissatisfied are more likely to express their sentiments on open-ended questions than are people who are relatively content. Therefore, to insure a balanced view, the results from the open-ended question should not be considered independently of the results from the multiple-choice items presented earlier in this report.

Of the 36 DDS&T employees who returned the questionnaire, only 9 responded to the open-ended question, producing a total of 18 comments. Twelve of the 18 comments expressed dissatisfaction,

25X1 [redacted] assisted in the preparation of this section. She was also responsible for the computer analyses of data on which this report was based.  
25X1 Clerical support for the preparation of this report was provided by [redacted]

4 expressed satisfaction, and 2 took the form of suggestions. Each of the comments was classified into one of the categories (dimensions of job satisfaction) used to classify the multiple-choice items; some of the comments might have as easily been placed in categories other than the ones to which they were assigned.

Three people made comments about the work they are doing. One person asserted that too much of his time is spent on redundant paper work and unconstructive meetings. Another asserted that his primary dissatisfaction was the lack of work to be done; he added that his skills could have developed much further had he been given new, interesting projects. The third voiced a rather personal complaint that his particular educational background was not being utilized directly.

Two people's comments fell in the general area of career development/personnel management. One person stated "More attention should be given to the employee's advancement within his field and less emphasis placed upon keeping him in a certain slot." Another complained about discrimination against women: "In matters of responsibility and promotion, discrimination against women does exist in at least one part of the Agency." This person added that it is impossible to "prove" discrimination since only verbal admissions have been made by supervisors.

Comments about the attitude survey itself were offered by three people. One observed that the survey questionnaire "appears to be adequate for the purpose that it was issued". Another stated that he was too busy to adequately address the narrative section of the questionnaire; he added that he "hoped to have an opportunity to discuss this subject on a personal basis at some future date". One person suggested that the questionnaire should cover equal opportunity for women.

Two people commented about the physical surroundings provided by the Agency. One indicated that he was quite satisfied with the Agency's "pleasant physical surroundings". But the other complained about eating facilities, stating that "they are run about as poorly as possible".

All of the remaining categories of comments contained no more than one comment each. One person asserted that "management should be alert to obvious inconsistencies in promotion policies within the same component and/or in the same field". Another complained that continued training for employees is too much subject to the whims of the supervisors, who often claim they cannot spare people from their work. Problems of common understanding between research analyst and clandestine collector were mentioned by another. The complaint was made by one that position vacancy notices are often "culled by supervisors afraid of losing a person". Finally, one employee indicated that he was satisfied with both his co-workers and his salary.

APPENDIX A

Summary of Background Characteristics of  
the DDS&T and Non-DDS&T Samples

## APPENDIX A

SUMMARY OF BACKGROUND CHARACTERISTICS OF  
THE DDS&T AND NON-DDS&T SAMPLES

	DDS&T SAMPLE %	NON-DDS&T SAMPLE %
Distribution of Sample by Career Service:		
Executive Service (DCI)	--	01
Clandestine Service (DDP)	--	36
Intelligence Service (DDI)	--	37
Support Service (DDS)	--	26
Research Service (DDS&T)	100	--
Year of EOD:		
1958	03	21
1959	06	18
1963	61	43
1964	31	18
Have you been through the Career Training Program (CTP or JOT)?		
Yes	03	45
No	97	55
During the past year did you spend six or more months overseas (PCS)?		
Yes	06	40
No	94	60
How old are you?		
25 - 29	39	16
30 - 34	47	50
35 - 39	14	31
40 and above	--	04
What is your sex?		
Male	78	93
Female	22	07

	DDS&T SAMPLE %	NON-DDS&T SAMPLE %
What is your highest degree of education?		
Less than a bachelor's degree	08	13
Bachelor's degree	50	28
Bachelor's degree with some graduate work	17	30
Master's degree, L.L.B., J.D., or equivalent	22	26
Ph.D., M.D., or equivalent	03	03
What was your grade when you entered on duty with the Agency? (Do not consider summer jobs.)		
GS-5 or GS-6	11	25
GS-7 or GS-8	56	58
GS-9 or GS-10	11	13
GS-11	03	04
GS-12	14	--
GS-13	--	--
GS-14	06	--
What is your present grade?		
GS-9 or GS-10	03	11
GS-11	19	30
GS-12	22	35
GS-13	25	18
GS-14	22	04
GS-15	06	02
GS-16 and above	03	--
Which of the following <u>best</u> describes your long-range plans in terms of where you expect to work? Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.		
Stay with the Agency	53	70
Stay with the Federal Government, but not necessarily with this Agency	06	13

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	DDS&T SAMPLE %	NON-DDS&T SAMPLE %
Join a State, county or municipal government	--	01
Enter private industry	11	04
Go into business for myself	06	02
No definite career plans	17	05
Other than the above	08	05
Which of the following best describes your long-range career plans (regardless of where you may work)?		
Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.		
Continue in my present type of work	25	45
Go into some specialty within my field	11	10
Go into general management or administration	36	29
Go into a different field entirely	06	07
I don't plan to have a career	06	01
I'm not sure what I want to do	11	05
Other than the above	06	04

APPENDIX B

Distribution of Response Percentages to Agency  
Job Attitude Questionnaire: DDS&T Sample Only

## APPENDIX B

DISTRIBUTION OF RESPONSE PERCENTAGES TO AGENCY  
JOB ATTITUDE QUESTIONNAIRE: DDS&T SAMPLE ONLY

RESPONSE  
JUDGED  
FAVORABLE<sup>1</sup>

I. THE WORK ITSELF--INTERESTINGNESS AND  
MEANINGFULNESS

			UNFAVORABLE	DISAGREE	NEUTRAL	AGREE	FAVORABLE
18.*	How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)		0	11	17	42	31
31.	My job requires me to be creative.	A	0	19	8	31	42
39.	Some aspects of my job are too difficult for me.	D	0	0	3	42	56
49.	I have to look outside my work for things to make life worthwhile and interesting.	D	17	28	6	28	22
59.	I often come home angry or irritable because of something that has happened at work.	D	0	17	0	61	22
69.	My work bores me.	D	8	3	6	31	53
80.	I spend too much time doing clerical tasks.	D	3	17	8	47	25
84.	I have enough work assigned to keep me busy.	A	3	17	6	17	58

<sup>1</sup>For items marked A, "Agree Completely" and "Tend to Agree" were considered favorable responses. For items marked D, "Disagree Completely" and "Tend to Disagree" were considered favorable responses.

\*These items, which cover basic dimensions of job satisfaction, were answered on a five-point scale ranging from Very Satisfied to Very Dissatisfied.

		RESPONSE JUDGED FAVORABLE	UNFAVORABLE	UNDECIDED	FAVORABLE		
88.	I get challenging, important assignments.	A	06	22	08	33	31
99.	My job is usually so easy it isn't interesting.	D	3	6	3	44	44
105.	There is too much pressure on my job.	D	0	14	6	56	25
109.	I have little opportunity to use my abilities in the Agency	D	3	6	8	53	31
123.	The Agency expects too much from me.	D	0	0	3	47	50

II. PERSONAL WORK ACCOMPLISHMENTS

-29	15.* How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)	D	0	17	11	56	17
40.	I rarely see the results of my work.	D	3	11	3	33	50
64.	I successfully complete a job or some aspect of it every week.	A	11	25	6	36	22
75.	At the end of the day I wonder what I have accomplished.	D	6	19	6	42	28
118.	Sometimes I feel that my job counts for very little in the Agency.	D	11	19	8	42	19

RESPONSE  
JUDGED  
FAVORABLE

III. OPPORTUNITIES FOR ADVANCEMENT

		UNFAVORABLE	UNDETERMINED	FAVORABLE		
27.*	How do you feel about the opportunities for promotion provided by the Agency?	3	11	22	36	28
38.	Opportunities for advancement are excellent in my occupation.	A	6	17	3	44
57.	I would probably advance more quickly in private industry than in the Federal Government.	D	11	28	33	25
73.	My chances for promotion in the Agency are good.	A	0	11	8	64
100.	My rate of advancement will be slower than I was led to believe.	D	8	11	17	42
113.	Promotional opportunities are fair.	A	3	14	17	64
						3

IV. CLASSROOM AND ON-THE-JOB TRAINING

16.*	How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)	D	6	22	31	22	19
44.	During the first part of my Agency employment, I would rather have spent more time on the job and less in classroom training.	D	8	17	3	33	39
53.	The Agency has provided inadequate training for my job.	D	3	28	6	42	22

RESPONSE  
JUDGED  
FAVORABLE

79. I am satisfied with the quality of Agency training instructors.	A	0	17	28	47	8
94. The Agency has a well-planned training program for people in my position.	A	22	42	19	14	3

V. PAY AND BENEFITS

25.* How do you feel about the salary you receive?		0	3	20	49	29
34. I am getting paid as much as I would outside the Federal Government.	A	17	31	6	31	17
77. For the work I do I am underpaid.	D	6	11	14	47	22
103. I'm satisfied with employee benefits.	A	3	14	8	58	17
112. I understand what the Agency benefit program provides for employees.	A	6	31	17	42	6

VI. CO-WORKERS

17.* How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)		0	0	19	33	47
32. My co-workers give me less cooperation than they should.	D	0	11	3	22	64
50. I get along well with my co-workers.	A	0	0	3	53	44

RESPONSE  
JUDGED  
FAVORABLE

68.	In terms of interests and attitudes, I have a lot in common with my fellow workers.	A	6	11	6	61	17
83.	One or more of my co-workers has discriminated against me because of my age.	D	0	6	0	33	61

VII. RECOGNITION RECEIVED FOR WORK

21.*	How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)		3	3	22	42	31
85.	My work is unfairly criticized.	D	6	6	0	39	50
89.	In this Agency, rewards and recognition are based primarily upon actual accomplishments.	A	6	17	22	53	3
102.	I usually receive praise for my work when I have done a good job.	A	8	14	3	61	14

VIII. TREATMENT BY SUPERVISOR

20.*	How do you feel about the way your supervisor has treated you?		3	8	17	39	33
33.	My supervisor watches me too closely.	D	3	8	0	36	53
43.	My supervisor listens to my suggestions.	A	0	6	3	58	33
52.	There are too many people telling me what to do.	D	0	6	3	61	31

		RESPONSE JUDGED FAVORABLE	UNFAVORABLE	UNDETERMINED	FAVORABLE
56.	I can trust my supervisor.	A	3	8	36 47
65.	My supervisor gets along well with his boss.	A	0	14	17 56 14
67.	I know what my supervisor thinks of me and my work.	A	0	8	11 64 17
74.	My supervisor gives me inadequate time for breaks and lunch.	D	11	0	0 14 75
78.	I feel ill at ease in the presence of my supervisor.	D	3	8	3 31 56
82.	My supervisor allows me to make my own decisions on how I do my work.	A	3	6	0 58 33
95.	My supervisor has little influence on the people above him.	D	6	19	11 53 11
121.	My supervisor is too interested in his own success to care about the needs of his employees.	D	11	6	3 50 31

IX. COMPETENCE OF SUPERVISOR

19.*	How do you feel about your supervisor's ability to understand the nature of your work?		3	14	8	33	42
36.	My supervisor gives confusing instructions.	D	8	8	8	39	36
48.	My supervisor makes too many technical mistakes.	D	0	11	6	33	50
60.	My supervisor makes sound decisions.	A	0	14	11	58	17

RESPONSE  
JUDGED  
FAVORABLE

90. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work. D

98. My supervisor is well-qualified technically. A

	UNFAVORABLE	UNDETERMINED	FAVORABLE
0	8	39	50
8	6	31	44

X. PHYSICAL SURROUNDINGS/WORKING CONDITIONS

24. \* How do you feel about your physical surroundings and working conditions? (This would include such things as the appearance of your office and whether you have adequate lighting or quiet.)

8	17	14	36	25
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29. I can get whatever office supplies I need. A

0	0	0	25	75
---	---	---	----	----

35. I have access to inexpensive or free parking near where I work. A

8	6	3	3	81
---	---	---	---	----

47. I am satisfied with the starting and quitting times. A

3	6	0	33	58
---	---	---	----	----

54. My office space gives me too little privacy. D

19	17	11	33	19
----	----	----	----	----

61. I have adequate transportation available to and from work. A

6	8	0	25	61
---	---	---	----	----

72. I have had trouble getting enough clerical help. D

6	8	0	50	36
---	---	---	----	----

81. Eating facilities in this building and the neighborhood are inadequate. D

17	17	6	39	22
----	----	---	----	----

RESPONSE  
JUDGED  
FAVORABLE

6 *UNFAVORABLE*      8      3 *UNDECIDED*      50      33 *FAVORABLE*

92. My office area is depressing.

D

XI. IMPRESSION JOB MAKES ON OTHERS

23.\* How do you feel about the impression your job or occupation makes on your family or friends?

3      6      22      61      8

42. My family and friends think my present job is a good one.

A

0      8      6      50      36

62. The public looks down on Government employees.

D

3      17      25      47      8

XII. AGENCY RULES AND REGULATIONS

28.\* How do you feel about the Agency's rules and regulations?

0      0      17      72      11

37. The Agency's rules and regulations are unnecessarily strict or rigid.

D

0      0      6      53      42

XIII. WAY AGENCY IS RUN

22.\* How do you feel about the way the Agency is run?

0      17      39      44      0

58. The Agency is run by people who have good judgment.

A

0      6      17      67      11

63. The Agency is unwilling to act on new ideas that I think have merit.

D

0      19      14      50      17

		RESPONSE JUDGED FAVORABLE	UNFAVORABLE	UNDECIDED	FAVORABLE		
71.	The Agency has progressive programs.	A	0	8	25	56	11
111.	Management here sees to it that there is cooperation between offices.	A	17	28	8	47	0

XIII. (A) ADEQUACY OF COMMUNICATION

41.	Management fails to explain adequately to employees the reasons for its actions.	D	19	28	6	36	11
51.	There is too much "red tape" in the Government.	D	28	44	8	19	0
76.	I can make my ideas known to management.	A	3	8	11	47	31
91.	Management makes an effort to solicit my ideas outside the formal suggestion system.	A	19	28	3	33	17
97.	There is a communication gap between management and employees.	D	19	28	14	39	0
104.	I know how my job fits in with other work in the Agency.	A	3	11	3	61	22

XIII. (B) CAREER DEVELOPMENT/PERSONNEL MANAGEMENT

30.	I have experienced a definite growth in skills since taking my present job.	A	0	8	3	28	61
45.	The personnel program of this Agency is a hindrance.	D	6	9	29	40	17
66.	I am rarely asked to participate in the planning of my career development.	D	25	22	14	28	11

		RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNEQUAL		FAVORABLE	
			14	14	8	42	22	
70.	My supervisor has shown interest in my career development.	A						
96.	The people who hired me misrepresented my job.	D	3	11	0	44	42	
101.	The personnel office in the Agency tries to be helpful.	A	8	14	36	39	3	
106.	Decisions affecting my assignments and career are made with little regard for my own preferences.	D	8	8	14	53	17	
107.	The Agency should take more interest in each employee as a person than it presently does.	D	11	33	14	39	3	
114.	Since I've been here, the Agency has grown more depersonalized in its relations with its employees.	D	0	25	33	36	6	
115.	The fitness reporting system leaves much to be desired.	D	28	22	25	25	0	
116.	Complaints are handled poorly in the Agency.	D	3	8	53	33	3	
117.	The Agency is doing a good job of managing the young professionals who have recently entered on duty.	A	6	39	33	17	6	
119.	I am kept informed of personnel policies and procedures.	A	17	25	8	44	6	
122.	If I have a complaint to make, I feel free to talk to someone up the line.	A	6	14	0	17	33	

RESPONSE  
JUDGED  
FAVORABLE

XIV. CALIBER OF NEW PROFESSIONALS

124. Overall, young professionals entering the Agency today are as capable as those who entered when I did.	A	0	0	11	50	39
125. Overall, young professionals entering the Agency today are as motivated (i.e., committed to their work) as those who entered when I did.	A	0	8	17	53	22

XV. IMPORTANCE OF AGENCY GOALS

26.* How do you feel about the importance of the Agency's goals?	A	0	3	8	36	53
86. The goals of the Agency are worthwhile.	A	0	0	6	42	53

XVI. COMMITMENT TO AGENCY CAREER

46. I would turn down a chance to change my present job for one of equal pay, security, and status.	A	19	8	25	17	31
87. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.	A	8	14	14	39	25
108. The longer I work for the Agency, the more I feel I belong.	A	0	28	19	50	3
110. If I had it to do over again, I would probably not come to work here.	D	0	14	14	36	36
120. I really feel part of the Agency.	A	3	14	17	61	6

RESPONSE  
JUDGED  
FAVORABLE

XVII. GENERAL JOB SATISFACTION

		UNFAVORABLE	INDIFFERENT	FAVORABLE		
14.* How do you feel about your job as a whole?		0	11	19	39	31
55. My job is as good as I thought it would be when I was hired.	A	6	17	3	39	36
93. I am discouraged in my present job.	D	3	17	8	33	39

XVIII. REACTIONS TO QUESTIONNAIRE

		UNFAVORABLE	INDIFFERENT	FAVORABLE		
126. Filling in a questionnaire like this is a good way to let management know what employees think.	A	6	17	25	50	3
127. I think some good may come out of filling in a questionnaire like this.	A	6	22	33	36	3

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